



FY 2015 Performance Accountability Report Department of Motor Vehicles

INTRODUCTION

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives' progress and key performance indicators (KPIs).

MISSION

The mission of the Department of Motor Vehicles (DMV) is to promote public safety by ensuring the safe operation of motor vehicles.

SUMMARY OF SERVICES

The DMV provides service to approximately 537,000 licensed drivers and identification card holders (out of a population of nearly 632,000) and 290,000 registered vehicles at four service centers. We conduct adjudication services and collect ticket payments for more than 2.6 million tickets each year. We also conduct an estimated 190,000 annual vehicle inspections. Combining these services into a customer centered, mission driven organization is the responsibility of the Agency Management Division. Department performance expectations in FY15 are listed by functional division.

OVERVIEW – AGENCY PERFORMANCE

The following section provides a summary of DMV performance in FY 2015 by listing DMV's top three accomplishments, and a summary of its progress achieving its initiatives and progress on key performance indicators.

TOP THREE ACCOMPLISHMENTS

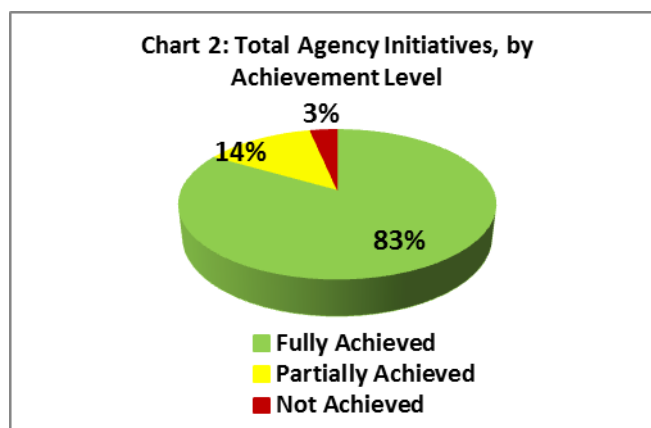
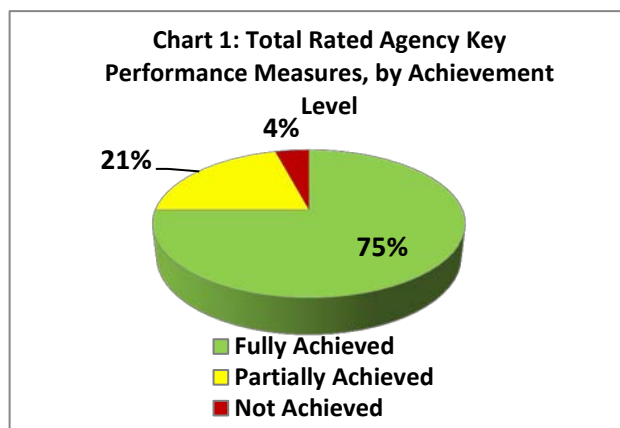
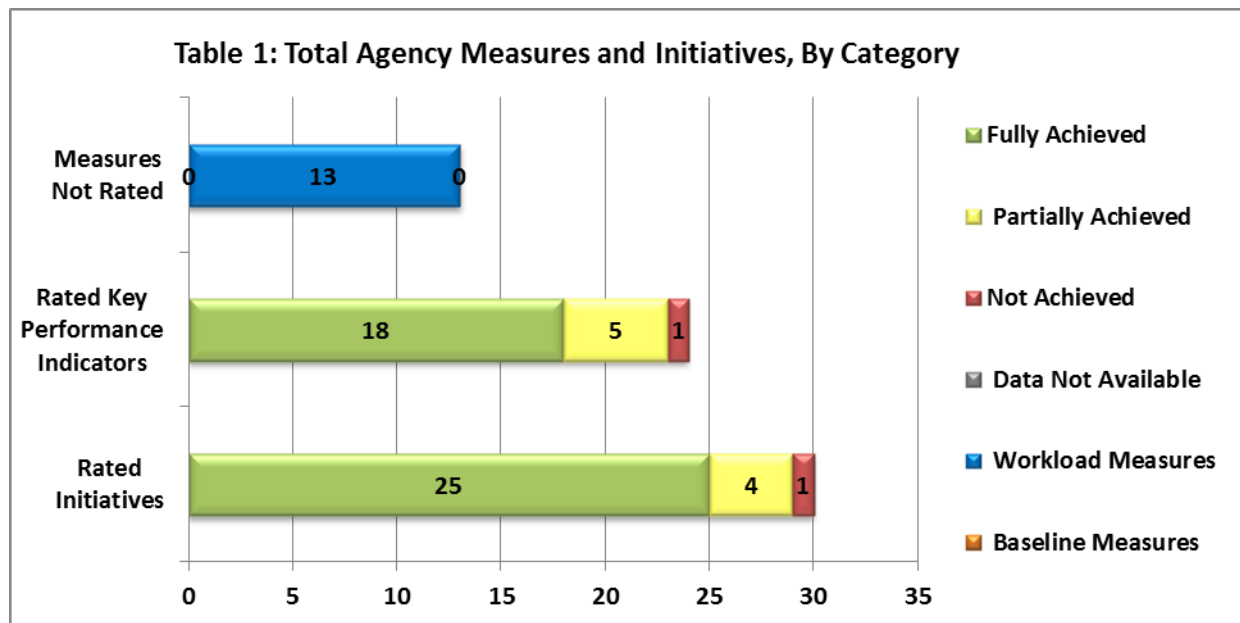
The top three accomplishments of DMV in FY 2015 are as follows:

- ✓ Reduced ticket appeals by over 90% due to implementation of an adjudication reconsideration process.
- ✓ Decreased in-person visits and streamlined operations by adding 7 new online functions, including allowing customers to check the mailing status of a credential, obtain a disability placard, renew vehicle reciprocity and acquire an exemption for the registration of out-of-state-automobile (ROSA).
- ✓ Rolled out new knowledge test system, which is fully integrated into the licensing system, in 15 languages with online practice tests.



SUMMARY OF PROGRESS TOWARD COMPLETING FY 2015 INITIATIVES AND PROGRESS ON KEY PERFORMANCE INDICATORS

Table 1 (see below) shows the overall progress the DMV made on completing its initiatives, and how overall progress is being made on achieving the agency's objectives, as measured by their key performance indicators.



In FY 2015, DMV fully achieved more than 80 percent of its initiatives and 75 percent of its rated key performance measures. **Table 1** provides a breakdown of the total number of performance metrics DMV uses, including key performance indicators and workload measures, initiatives, and whether or not some of those items were achieved, partially achieved, or not achieved. **Chart 1** displays the overall progress being made on achieving DMV objectives, as measured by their rated key performance indicators. Please note that Chart 1 contains only rated performance measures. Rated performance measures do not include measures where data is not available, workload measures, or baseline measures. **Chart 2** displays the overall progress DMV made on completing its initiatives, by level of achievement.



The next sections provide greater detail on the specific metrics and initiatives for DMV in FY 2015.

PERFORMANCE INITIATIVES – ASSESSMENT DETAILS

Adjudication Services

OBJECTIVE 1: Make it easier, faster, and friendlier to do business with DMV.

INITIATIVE 1.1: Simplify online request for adjudication process.

DMV will enhance and modify the online application for requesting ticket adjudication to provide more customer information and provide more time for document uploading and submissions. These improvements, which are based on customer feedback, will include enhanced customer prompts; thereby, allowing for the review and edit of evidence and statements. **Completion Date: October 31, 2014.**

● **Performance Assessment Key: Fully Achieved.**

The adjudication online submission process was enhanced to provide more customer information and provide more time for document uploading and submissions. These improvements, which were based on customer feedback, included enhanced customer prompts which have reduced customer confusion.

INITIATIVE 1.2: Provide customers with the earliest scheduled hearing date.

To maximize scheduled hearing slots, DMV will review and modify the hearing calendar business rules. This will also require increased DMV management training on the hearing calendar application. Additionally, DMV will meet with traffic and law enforcement officials to provide training on how to create, modify and retire an officer's calendar, discussion of the DMV business rules and law enforcement general orders relevant to DMV hearings. **Completion Date: December 31, 2014.**

● **Performance Assessment Key: Fully Achieved.**

Utilizing feedback from law enforcement, the adjudication hearing calendar was enhanced to maximize the scheduled hearing slots by modifying the hearing calendar business rules.

INITIATIVE 1.3: Improve current appeal process and reduce response time.

To improve the current process and maximize the customer's experience, DMV will create an online appeals process to assist in reducing the time for internally processing appeals and minimizing overall response time. The current process is time-consuming and manually intense. Additionally, DMV will link the online appeals application to the Tickets Alert Service. **Completion Date: September 30, 2015.**

● **Performance Assessment Key: Fully Achieved.**

An online appeals submission request was created to streamline operations and improve customer satisfaction.



OBJECTIVE 2: Ensure a skilled and diverse workforce for quality customer service.





INITIATIVE 1.1: Provide hearing examiner refresher training.

DMV will utilize training by the Office on Human Rights (OHR), focusing on bias, discrimination and civility, to update and refresh hearing examiners' training. The agency will also deliver internal refresher training on applicable District law and regulations. Additionally, DMV will create supplementary monthly reports, such as detailed appeal reversal reports, to be used during employee feedback sessions. **Completion Date: September 30, 2015.**

 **Performance Assessment Key: Fully Achieved.**

The Chief Hearing Examiner provided refresher training on applicable District laws and regulations related to parking, photo and moving ticket adjudication. Additional reports were also created to enhance performance feedback.

KEY PERFORMANCE INDICATORS: Adjudication Services

	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
	1.1	Percent of mail adjudication hearings for parking and moving violations completed within 90 days of request	97%	80%	Not Applicable	71.16%	88.95%	ADJUDICATION SERVICES PROGRAM
	1.2	Percent of mail adjudication hearings for photo violations completed within 150 days of request	46%	75%	Not Applicable	99.37%	132.49%	ADJUDICATION SERVICES PROGRAM
	1.3	Percent of adjudication customers whose wait times are 40 minutes or less	95%	85%	Not Applicable	99.84%	117.46%	ADJUDICATION SERVICES PROGRAM



●	1.4	Average adjudication customer wait time in minutes	13	25	Not Applicable	10.75%	232.56%	ADJUDICATION SERVICES PROGRAM
●	1.5	Percent of customers rating Adjudication Services as satisfactory or better	94%	84%	Not Applicable	96.13%	114.44%	ADJUDICATION SERVICES PROGRAM
●	1.6	Percent of appeals decided based on those filed	63%	65%	Not Applicable	1394.97%	2146.12%	ADJUDICATION SERVICES PROGRAM
●	1.7	Percent of hearing decisions reversed on appeal	37%	28%	Not Applicable	40.43%	69.26%	ADJUDICATION SERVICES PROGRAM
●	1.8	Percent of adjudication related OUC service requests addressed timely	95%	85%	Not Applicable	92.20%	108.47%	ADJUDICATION SERVICES PROGRAM

Vehicle Services

OBJECTIVE 1: Make it easier, faster, and friendlier to do business with DMV.

INITIATIVE 1.1: Implement Full Reciprocity Plan (FRP).

In accordance with a ballot vote among all US jurisdictions, DMV will implement the Full Reciprocity Plan (FRP). The FRP will change the International Registration Plan (IRP) to make the Plan more efficient, more equitable and more flexible for its member jurisdictions and registrants by granting full reciprocity for all apportioned vehicles in all member IRP jurisdictions. It will also remove from the Plan any provisions related to estimated distance.

Completion Date: January 31, 2015.

● Performance Assessment Key: Fully Achieved.

DMV successfully implemented the Full Reciprocity Plan (FRP) in accordance with the necessary requirements per the IRP vote.



INITIATIVE 1.2: Review feasibility of increasing new car inspection period.

DMV will investigate the feasibility to allow customers with new cars to not require a vehicle inspection for six years, instead of the current four years. This would reduce customers needing inspection; and thereby, further reduce inspection wait times. **Completion Date: May 31, 2015.**

● **Performance Assessment Key: Fully Achieved.**

Based on the analysis and with the agreement of the Department of Energy and the Environment (DOEE), it is feasible to extend the inspection period for new cars. However, the inspection period cannot be increased until the State Implementation Plan has been modified by DOEE and approved by the Environmental Protection Agency.

INITIATIVE 1.3: Expand and consolidate all Inspection Station services.

The DMV Inspection Station has outdated software and equipment, as well as, multiple contracts that are not cost-efficient. Therefore, DMV will expand and consolidate all inspection services. This will result in the District having an overall cost savings, updated software and equipment, and it will streamline processes. **Completion Date: September 30, 2015.**

● **Performance Assessment Key: Partially Achieved.**

Although a consolidated equipment and software inspection contract was awarded in mid-FY 2015, the contract could not be implemented until FY 2016, which is the award period. This project will commence in FY 2016.

OBJECTIVE 2: Ensure a skilled and diverse workforce for quality customer service.

INITIATIVE 2.1: Develop a web-based training program for taxi and dealer services.

To better serve customers, employees will be re-trained on taxi and dealer related transactions via a web-based program. Improved employee knowledge will result in quicker transaction times and improved customer satisfaction. **Completion Date: September 30, 2015.**

● **Performance Assessment Key: Fully Achieved.**

The taxi and dealer services training programs were developed to improve employee knowledge.



KEY PERFORMANCE INDICATORS: Vehicle Services

	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
	1.1	Number of vehicle inspections per staff hour	4.46	4	Not Applicable	4.46	111.52%	VEHICLE SERVICES PROGRAM
	1.2	Percent of customers rating Vehicle Services as satisfactory or better	93%	87%	Not Applicable	94.33%	108.43%	VEHICLE SERVICES PROGRAM
	1.3	Percent of vehicle related OUC service requests addressed timely	92%	90%	Not Applicable	89.04%	98.94%	VEHICLE SERVICES PROGRAM

Driver Services

OBJECTIVE 1: Make it easier, faster, and friendlier to do business with DMV.

INITIATIVE 1.1: Reduce in-person visits to renew driver license/identification card.

With the implementation of REAL ID, customers renewing or obtaining a duplicate credential must bring in various documents for revalidation. This process results in increased customer volumes due to multiple in-person visits. Additionally, it leads to increased customer dissatisfaction and inconvenience. To better service customers, DMV will implement a 45-day temporary extension of credentials for renewals and duplicates. **Completion Date: March 31, 2015.**

Performance Assessment Key: Fully Achieved.

In support of REAL ID and to better service customers, DMV implemented a 45-day temporary extension of credentials for renewals and duplicates. This initiative has improved customer satisfaction as indicated by the customers who have received a temporary document; thereby allowing them to continue to drive while they obtained missing documents.

INITIATIVE 1.2: Reduce duplicate Limited Purpose credential appointments.

Customers who make several appointments for the limited purpose credential lengthen the appointment timeframe for other customers. Therefore, DMV will enhance the Limited Purpose appointment calendar to eliminate the ability to create duplicate appointments.



Based on DMV's conversation with the appointment calendar vendor, the additional enhancements will be available in winter 2014. **Completion Date: February 28, 2015.**

● **Performance Assessment Key: Fully Achieved.**

Although a unique identifier, such as a tax identification number, is required to significantly eliminate duplicate appointments, the addition of the birthdate as a required field has provided some impact in reducing the problem of duplicate appointments, which result in backlogs. DMV has also partnered with the Office of Latino Affairs and the Office of Human Rights to conduct document pre-screening and special appointments for residents who have been vetted.

INITIATIVE 1.3: Assist with online voter registration process.

DMV will partner with the Board of Elections (BOE) to create a system interface to provide driver license and identification card signatures to the BOE in support of the implementation of an online voter registration process. **Completion Date: March 31, 2015.**

● **Performance Assessment Key: Fully Achieved.**

Although DMV fulfilled its requirement in making driver license/ID card signatures available to the BOE, the agency has not yet implemented online voter registration.

INITIATIVE 1.4: Extend the expiration of learner permits from one to two years.

Currently, novice drivers are often forced to attempt passing the road test prior to being ready. DMV will submit legislation to extend the expiration period for a learner permit from one to two years. This extension will allow permit holders additional time to practice and meet driver education requirements. **Completion Date: September 30, 2015.**

● **Performance Assessment Key: Partially Achieved.**

Although DMV has submitted the legislation into the approval process, it has not yet been approved by the Council.

INITIATIVE 1.5: Conduct Returning Citizens outreach prior to release.

In an effort to assist soon-to-be-released returning citizens in clearing their driver records, the Driver Services Administration staff will partner with federal prisons (specifically Federal Correctional Institute, Cumberland) to conduct outreach. DMV employees will meet individually with returning citizens scheduled to be released within six months and advise them of all their outstanding DMV issues and make recommendations for resolution. **Completion Date: September 30, 2015.**

● **Performance Assessment Key: Fully Achieved.**

DC DMV has partnered with the Mayor's Office of Returning Citizens to attend prison outreach visits to provide information related to DMV credentials.

OBJECTIVE 2: Ensure a skilled and diverse workforce for quality customer service.



INITIATIVE 2.1: Increase employee job-specific knowledge.

DMV will create and deliver bi-annual employee refresher training to enhance knowledge and improve customer satisfaction. Additionally, DMV employees will attend community meetings to hear customer concerns and inform customers of new requirements and offered services. **Completion Date: September 30, 2015.**

 **Performance Assessment Key: Fully Achieved.**

Frontline employee training was conducted to refresh employees on previously identified customer concerns and train them on the new knowledge test system. Additionally, residents benefitted from DMV’s attendance at several community meetings at which DMV procedural questions were answered and residents were updated on initiatives, such as the upcoming Benning Ridge Service Center.

OBJECTIVE 3: Ensure the integrity, security and safety of DMV’s licensing and identification cards.








INITIATIVE 3.1: Create safe driving self-assessment.

To assist drivers and concerned family members, DMV will create an online driving self-assessment that can be used to determine one’s ability to continue to safely operate a motor vehicle. This assessment will assist in highlighting skills and/or competencies where a driver may have become deficient. **Completion Date: January 31, 2015.**

 **Performance Assessment Key: Fully Achieved.**

The online driving self-assessment is available on DMV’s website in the online section.

KEY PERFORMANCE INDICATORS: Driver Services

   	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
	1.1	Percent of service center customers whose wait times are 40 minutes or less	75%	75%	Not Applicable	97.93%	130.58%	DRIVER SERVICES PROGRAM
	1.2	Average service center customer wait time in minutes	27	35	Not Applicable	25.25	138.61%	DRIVER SERVICES PROGRAM
	1.3	Percent of customers rating Driver Services as	84%	85%	Not Applicable	84.42%	99.31%	DRIVER SERVICES PROGRAM



		satisfactory or better						
●	1.4	Percent of driver related OUC service requests addressed timely	95%	90%	Not Applicable	88.76%	98.62%	DRIVER SERVICES PROGRAM

Technology Services

OBJECTIVE 1: Make it easier, faster, and friendlier to do business with DMV.

INITIATIVE 1.1: Provide an online transaction for tracking license/ID mail dates.

To better serve the citizens of the District, DMV will create an online transaction for customers to track the mail date of their driver license and identification card. With the implementation of central issuance in November 2013, credentials are not mailed and customers often contact either 311 or DMV's correspondence unit for the status of their mailing. **Completion Date: March 31, 2015.**

● Performance Assessment Key: Fully Achieved.

The creation of this online transaction has reduced customers' calls and allowed them to track the mailing of their credentials.

INITIATIVE 1.2: Reduce noticing print costs.

DMV sends a high volume of customer notices (i.e., registration/inspection/driver license/identification card renewal notices). Switching the font on notices to Garamond, will save ink and reduce toner costs. **Completion Date: February 28, 2015.**

● Performance Assessment Key: Fully Achieved.

By switching the font on the majority of customer notices to Garamond, DMV is saving on ink and toner costs.

INITIATIVE 1.3: Provide online real-time wait time data.

To decrease high customer volume during service center peak times, DMV will provide online real-time wait time data for citizens. This will allow customers to avoid peak times and better plan their visit. **Completion Date: March 31, 2015.**

● Performance Assessment Key: Fully Achieved.

Online real wait time, coupled with wait watcher cameras, allow customers to make informed decisions about when and where to make an in-person visit, if one is necessary.

INITIATIVE 1.4: Provide an online transaction for requesting disability placards.

Disabled customers often have difficulty in visiting the service center to obtain disability placards. DMV will provide an online transaction to allow customers to request disability



placards. This will increase customer satisfaction and improve wait times. **Completion Date: April 30, 2015.**

Performance Assessment Key: Fully Achieved.

Customers are using this online service to avoid an in-person trip to obtain both temporary and permanent disability placards.

INITIATIVE 1.5: Develop an online driver record portal for special organizations.

Special approved organizations, such as the Washington Metropolitan Area Transit Commission (WMATC), need the ability to access driver records for the registration of vehicles under their authority. Therefore, DMV will develop a portal that allows employers to electronically provide a list of drivers. When a conviction hits a record, notification will automatically be sent to the employer. **Completion Date: September 30, 2015.**

Performance Assessment Key: Partially Achieved.

System programming is still in progress to ensure a well-developed portal is created. When fully completed, the portal will allow employers to electronically monitor driver information for their employees.

OBJECTIVE 2: Ensure the integrity, security and safety of DMV’s licensing and identification cards.

INITIATIVE 2.1: Implement the American Association of Motor Vehicle Administrator’s (AAMVA) Driver License Data Verification (DLDV) program.

There is a potential for fraud when commercial and government organizations have to rely solely on the document presented. Therefore, DMV will partner with AAMVA to create a process for these organizations to verify District driver licenses online. **Completion date: August 31, 2015.**

Performance Assessment Key: Fully Achieved.

DLDV, which allows organizations to verify DC driver licenses online to eliminate potential fraud, was implemented as scheduled.

KEY PERFORMANCE INDICATORS: Technology Services

			FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
	KPI	Measure						
	1.1	Percentage usage of online driver/vehicle services use	68%	50%	Not Applicable	69.24%	138.48%	TECHNOLOGY SERVICES PROGRAM



	1.2	Percent of registrations renewed online	70%	66%	Not Applicable	72.04%	109.15%	TECHNOLOGY SERVICES PROGRAM
	1.3	Percent of licenses renewed online	7%	0%	Not Applicable	1.31%	0%	TECHNOLOGY SERVICES PROGRAM
	1.4	Percent of ID cards renewed online	3%	0%	Not Applicable	0%	0%	TECHNOLOGY SERVICES PROGRAM

Service Integrity

OBJECTIVE 1: Ensure the integrity, security and safety of DMV's licenses and registration.

INITIATIVE 1.1: Develop a portal for customers to submit fraud complaints.

The DMV Office of Service Integrity does not have a formal way for the public to initiate a DMV-specific fraud complaint. Therefore, DMV will develop an online portal and electronic form for customer use. **Completion Date: February 28, 2015.**

Performance Assessment Key: Fully Achieved.

The implementation of this electronic portal has allowed for better tracking of customer DMV-specific fraud complaints.

KEY PERFORMANCE INDICATORS- Service Integrity

 	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
	1.1	Percent of employees completing FDR refresher training	94%	90%	Not Applicable	94.07%	104.52%	SERVICE INTEGRITY PROGRAM
	1.2	Percent of law enforcement requests processed within 48 business hours	94%	90%	Not Applicable	92.92%	103.25%	SERVICE INTEGRITY PROGRAM

Agency Management

OBJECTIVE 1: Make it easier, faster, and friendlier to do business with DMV.



INITIATIVE 1.1: Educate the public about agency roles and responsibilities.

Citizens are often confused about the roles and responsibilities of DMV, the Department of Public Works (DPW) and the District Department of Transportation (DDOT). DMV will partner with these agencies to create a public campaign related to the different functions. Among other initiatives, the agencies will increase awareness by participating in live web chats, radio and television interviews. **Completion Date: March 31, 2015.**

● **Performance Assessment Key: Fully Achieved.**

DMV, DPW and DDOT conducted a joint live web chat session on March 17, 2015 to address cross-cutting parking related questions. Additionally, the agencies continued to clarify roles and responsibilities through the use of social media and other outlets.

INITIATIVE 1.2: Provide graphical representation of operational data online.

To increase transparency, DMV will provide graphical representation of operational data online. Additionally, where applicable, the agency will link to the FOIAXpress reading room. **Completion Date: April 30, 2015.**

● **Performance Assessment Key: Fully Achieved.**

DMV provided additional online data to include information related to correspondence, dealer transactions, organ donor and enhanced driver, vehicle and adjudication data.

INITIATIVE 1.3: Refresh website content.

DMV will review the website for formatting and content inconsistencies in an effort to make the site clearer, more concise and user friendly. **Completion date: June 30, 2015.**

● **Performance Assessment Key: Partially Achieved.** Although this initiative was not completed in FY 2015, the new website went live on October 30, 2015.

INITIATIVE 1.4: Break ground on the Penn Branch Service Center.

To better serve the citizens of the District, DMV will partner with the Department of General Services (DGS) to relocate the Penn Branch Service Center. This initiative will increase both employee and customer satisfaction and will provide additional capacity to process a steadily increasing District population and undocumented residents. The facility is expected to be completed in early to mid FY 2016. **Completion Date: March 31, 2015.**

● **Performance Assessment Key: Fully Achieved.**

The groundbreaking was conducted on April 20, 2015 with attendance from the Mayor and other distinguished guests. The new facility is on schedule for a second quarter FY 2016 opening.

INITIATIVE 1.5: Relocate the Brentwood Road Test Office and the Commercial Driver License (CDL) Road Test Office.



To better serve the citizens of the District, DMV will partner with DGS to co-locate the Brentwood Road Test Office and the CDL Road Test Office. This initiative will increase both employee and customer satisfaction and will provide adequate space for testing. **Completion Date: September 30, 2015.**

- **Performance Assessment Key: Not Achieved.**
DGS continues to negotiate with a developer for a potential site to co-locate the Brentwood Road Test and CDL Offices with a goal of signing a lease in FY 2016.

OBJECTIVE 2: Ensure a skilled and diverse workforce for quality customer service.

INITIATIVE 2.1: Provide annual customer service training.

DMV will train 90% of frontline employees on customer service techniques. The training will link customer service techniques to the agency's strategic policies, initiatives and performance measures. **Completion Date: September 30, 2015.**

- **Performance Assessment Key: Fully Achieved.**
DMV met this annual goal with the assistance of a new trainer who will be conducting follow-up employee team building sessions.

INITIATIVE 2.2: Create DMV Summer Youth Internship Positions.

DMV will partner with the District of Columbia Human Resources (DCHR) to create paid internship positions which allow qualified summer youth to be hired, and then transition into entry level DMV positions. This initiative has the ability to harness the valuable youth work experience on a permanent basis and increase the hiring of District residents. **Completion Date: September 30, 2015.**

- **Performance Assessment Key: Fully Achieved.**
DMV received approval from DCHR to use a paid "trainee" job description to bring eligible summer youth with high school diplomas or GEDs on board as interns. Several candidates have been identified for the program.

OBJECTIVE 3: Oversee the implementation of agency-wide priorities.








INITIATIVE 3.1: Conduct agency sustainability assessment using OCA approved criteria developed by DOEE and OP in accordance with Mayor's Order 2013-209 (Sustainable DC Governance Goal 1, Action 1.2; Built Environment Goal 3).

Within one hundred twenty (120) days after the City Administrator approves sustainability assessment criteria developed jointly by the Department of Energy and the Environment (DOEE) and the Office of Planning (OP), the DMV Director shall use the criteria to evaluate the sustainability of DMV's operations in accordance with the requirements of Mayor's Order 2013-209, the Sustainable DC Transformation Order, and submit to the Office of the City Administrator the results of the agency's internal assessment. **Completion Date: April 30, 2015.**



- **Performance Assessment Key: Fully Achieved.**
DMV completed the required sustainability assessment on April 30, 2015.

KEY PERFORMANCE INDICATORS- Agency Management

   	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
	3.1	Percent of customers rating overall DMV service as satisfactory or better	85%	85%	Not Applicable	85.71%	100.84%	AGENCY MANAGEMENT PROGRAM
	3.2	Percent of organ donors through DMV	36%	40%	Not Applicable	35.76%	89.40%	AGENCY MANAGEMENT PROGRAM
	3.3	Percent of correspondence addressed within citywide standard of 15 days	98%	95%	Not Applicable	96.76%	101.85%	AGENCY MANAGEMENT PROGRAM

WORKLOAD MEASURES – APPENDIX

WORKLOAD MEASURES ●

Measure Name	FY 2013 YE Actual	FY 2014 YE Actual	FY 2015 YE Actual	Budget Program
Number of parking tickets adjudicated	216,717	216,213	151,327	ADJUDICATION SERVICES PROGRAM
Percent of parking tickets adjudicated	12%	13%	9%	ADJUDICATION SERVICES PROGRAM
Percent of adjudicated parking tickets dismissed	48%	47%	55%	ADJUDICATION SERVICES PROGRAM
Number of photo tickets adjudicated	74,737	68,100	38,271	ADJUDICATION SERVICES PROGRAM



Percent of photo tickets adjudicated	14%	19%	6%	ADJUDICATION SERVICES PROGRAM
Percent of adjudicated photo tickets dismissed	35%	32%	20%	ADJUDICATION SERVICES PROGRAM
Number of moving tickets adjudicated	40,262	33,406	27,136	ADJUDICATION SERVICES PROGRAM
Percent of moving tickets adjudicated	42%	39%	40%	ADJUDICATION SERVICES PROGRAM
Percent of adjudicated moving tickets dismissed	53%	63%	71%	ADJUDICATION SERVICES PROGRAM
Number of vehicle inspections	189,222	186,828	187,671	VEHICLE SERVICES PROGRAM
Number of active vehicle registrations	286,715	292,245	299,276	VEHICLE SERVICES PROGRAM
Number of active driver license	376,436	400,661	432,611	DRIVER SERVICES PROGRAM
Number of active ID cards	134,143	142,353	150,930	DRIVER SERVICES PROGRAM